**TITLE: THE IMPACT OF COMMUNICATION BARRIERS IN PROJECT TEAM OF THE PROJECT SUCCESS**

SUMMARY **(** LITURATURE REVIEW )

**2.0 INTRODUCTION**

This chapter reviews about the literature. It is the findings that are found. It examines about the impact of communication barriers in project team of the project success. This chapter divided into three sections. . Each section has its own part or review where the heading is based on the following areas section A) Communication, section B) Project team, section C) Project success.

**2.1 COMMUNICATION**

**2.1.1 Definition of communication**

Communication is one of the important in organization behavior. Communication is a process of transferring information from one entity to another of communication to consider that authors like Robert A. Lanham (2003) and as far back as Erving Goffman (1959) have highlighted. This is a progression from Lassell’s attempt to define human communication through to this century and revolutionized into the constructionist model. There is one paradigm from which communication scholars may work, a universal law, posited by S. F, Scudder (1900). "The Universal Law of Communication states that, "All living entities communicate." All living entities communicate via movements, sounds, reactions, physical changes, gestures, languages, breath, etc. Communication is primarily used as a means of survival. Examples such as the cry of a hungry infant (communication that it is hungry), the browing a leaf (communication that it is dehydrated), the cry of an animal (communication that it is injured) falls under the Universal Law of Communication. Everything living must communicate, primarily as a means of survival."

*Ivancevich and Matteson* state that “communication among people does not depend on technology but rather on forces in people and their surroundings. It is a process that occurs within people.” *Luthans* say communication also has behavioral component. One of the statements emphasizing role of behavior is, “the only means by which one person can influence another is by the behaviors he performs-that is, the communicative exchanges between people provide the sole method by which influence or effects can be achieved.” In other words, the behaviors that occur in an organization are important elements in the communication process of the organization. The personal and behavioral exchange view of communication takes many forms.

**2.1.2 Important of communication**

Communication is very important in successful a project. In this research *Bernard L. Erven* said communication influences the effectiveness of the hiring and training of employees, motivation of employees, providing daily instructions, performance evaluations and the handling of discipline problems. These are the obvious roles of communication. Communication also affects the willingness of employees to provide useful suggestions. Employees feeling a part of the business require communication. In fact, for employees to make the important evolution from "workers" to "working managers" requires effective communication between supervisors and employees.

**2.2 PROJECT TEAM**

**2.2.1 Definition of project team**

According to *Kerzney*, 2009, he said project is defined as any series of activities and tasks that have a specific objective to be completed within certain specifications, have defined start and end dates, and have funding limits. According to *Chen et* al, 2004, said Project teams carry out defined, specialized, time-limited projects that disperse upon completion of project. According to Kerzner, 2009, said project teams are comprised of white-collar professionals who collaborate on an assigned or original project. However, it should be noted that the fact project teams operate in various contexts and industries and within different organizational structures. [Kerzner, 2009](http://www.sciencedirect.com/science?_ob=ArticleURL&_udi=B6V9V-4XF7XY3-1&_user=2809665&_coverDate=10%2F12%2F2009&_alid=1243317231&_rdoc=1&_fmt=high&_orig=search&_cdi=5908&_sort=r&_docanchor=&view=c&_ct=112583&_acct=C000058850&_version=1&_urlVersion=0&_userid=2809665&md5=3ea959154f9c94f0e346ade0bedfcbc1#bbib37) Kerzner, H., 2009. [previous term](http://www.sciencedirect.com/science?_ob=ArticleURL&_udi=B6V9V-4XF7XY3-1&_user=2809665&_coverDate=10/12/2009&_alid=1243317231&_rdoc=1&_fmt=high&_orig=search&_cdi=5908&_sort=r&_docanchor=&view=c&_ct=112583&_acct=C000058850&_version=1&_urlVersion=0&_userid=2809665&md5=3ea959154f9c94f0e346ade0bedfcbc1#hit449)Project[next term](http://www.sciencedirect.com/science?_ob=ArticleURL&_udi=B6V9V-4XF7XY3-1&_user=2809665&_coverDate=10/12/2009&_alid=1243317231&_rdoc=1&_fmt=high&_orig=search&_cdi=5908&_sort=r&_docanchor=&view=c&_ct=112583&_acct=C000058850&_version=1&_urlVersion=0&_userid=2809665&md5=3ea959154f9c94f0e346ade0bedfcbc1#hit451) Management: A Systems Approach to Planning, Scheduling and Controlling, 10th ed., John Wiley and Sons.[Chen et al., 2004](http://www.sciencedirect.com/science?_ob=ArticleURL&_udi=B6V9V-4XF7XY3-1&_user=2809665&_coverDate=10%2F12%2F2009&_alid=1243317231&_rdoc=1&_fmt=high&_orig=search&_cdi=5908&_sort=r&_docanchor=&view=c&_ct=112583&_acct=C000058850&_version=1&_urlVersion=0&_userid=2809665&md5=3ea959154f9c94f0e346ade0bedfcbc1" \l "bbib10) G. Chen, L.M. Donahue and R.J. Klimoski, Training undergraduates to work in organizational [previous term](http://www.sciencedirect.com/science?_ob=ArticleURL&_udi=B6V9V-4XF7XY3-1&_user=2809665&_coverDate=10/12/2009&_alid=1243317231&_rdoc=1&_fmt=high&_orig=search&_cdi=5908&_sort=r&_docanchor=&view=c&_ct=112583&_acct=C000058850&_version=1&_urlVersion=0&_userid=2809665&md5=3ea959154f9c94f0e346ade0bedfcbc1#hit417)teams,[next term](http://www.sciencedirect.com/science?_ob=ArticleURL&_udi=B6V9V-4XF7XY3-1&_user=2809665&_coverDate=10/12/2009&_alid=1243317231&_rdoc=1&_fmt=high&_orig=search&_cdi=5908&_sort=r&_docanchor=&view=c&_ct=112583&_acct=C000058850&_version=1&_urlVersion=0&_userid=2809665&md5=3ea959154f9c94f0e346ade0bedfcbc1#hit419) *Academy of Management Learning and Education* **3** (1) (2004), pp. 27–40.

**2.2.2 Characteristic project team**

According to *Pinto and Slevin,*1989 said senior members of the project team must be politically sensitive. It is rarely possible to complete a project of reasonable size and complexity without incurring problems that require aid from the upper echelons of executive row, that is from a project champion. According to *Lencioni*, 2002 said project workers need high self-esteem. Project members who hide mistakes and failure are disasters waiting to happen. Team member must be sufficiently self- confident and have sufficient trust in their fellow team members that they can immediately acknowledge theirs own errors and point out problem cause by the errors of others.

**2.3 PROJECT SUCCESS**

**2.3.1 Definition of project success**

The measurement of project success is the one research that are use to the successful project. On this research *Anton* de wit said between project success and the success of the project management effort, bearing in mind that good project management can contribute toward project success but is unlikely to be able to prevent failure. The title of project success a multidimensional strategic concept, in this research *Aaron J Shenhar,Dov Dvir , Ofer Levy* and *Alan C. Maltz* said project success is one of the most approaches to project success has been to considered a project successful budget goals. Project success assessment may differ according to the assessor as *Freeman and Beale* (p. 8), he said Success means different things to different people. An architect may consider success in terms of aesthetic appearance, an engineer in terms of technical competence, an accountant in terms of dollars spent under budget, a human resources manager in terms of employee satisfaction. Chief executive officers rate their success in the stock market.

**2.3.2 Factor project success**

According to *Baker et al.,* 1988 projects that meet budget and schedule constraints may be considered successful even though they do not meet customer needs and requirements [Baker](http://www.sciencedirect.com/science?_ob=ArticleURL&_udi=B6V77-3V92YRT-3&_user=2809665&_coverDate=12%2F31%2F1998&_rdoc=1&_fmt=high&_orig=search&_sort=d&_docanchor=&view=c&_searchStrId=1243261146&_rerunOrigin=scholar.google&_acct=C000058850&_version=1&_urlVersion=0&_userid=2809665&md5=48b9385d665b25037379b8faa9021bde" \l "bb35), B.N., Murphy, D.C. Fisher, D., 1988. Factors affecting project success. In: Cleland, D.J., King, W.R. (Eds.), Project Management Handbook. Van Nostrand-Reinhold, New York.Baker et al or subsequently meet with great difficulty in the commercialization process of the final product. Several attempts have been made to identify the critical success factors of industrial projects. Rubinstein et al. *Rubinstein et al* ., (1976) found that individuals, rather than organizations, ensure the success of an R&D project. According to their findings, ‘product champions' play a major role in the initiation, progress and outcome of projects. According to [*Slevin*](http://www.sciencedirect.com/science?_ob=ArticleURL&_udi=B6V77-3V92YRT-3&_user=2809665&_coverDate=12%2F31%2F1998&_rdoc=1&_fmt=high&_orig=search&_sort=d&_docanchor=&view=c&_searchStrId=1243261146&_rerunOrigin=scholar.google&_acct=C000058850&_version=1&_urlVersion=0&_userid=2809665&md5=48b9385d665b25037379b8faa9021bde#bb49)*, D.P. and Pinto, J.K., 1986. The project implementation profile: new tool for project managers. Project Management Journal* ***18****, pp. 57–71Slevin and Pinto* (1986) said developed a research framework that included the following major factors believed to contribute to the success of project implementation: clearly defined goals, top management support, a competent project manager, competent project team members, sufficient resource allocation, adequate control mechanisms, adequate communication channels with feedback capabilities and responsiveness to client's needs.

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